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Date: 14-11-78 By: [redacted]

MEMORANDUM FOR: Deputy Directors  
Assistant Directors  
Senior Staff Chiefs, DD/P  
Office Heads

SUBJECT : Reassignment and Separation of Personnel

1. Current personnel ceiling, reallocations and certain realignments of functions have resulted in problems of effective personnel utilization. Some offices have more members than are needed or authorized at the same time that staffing requirements of other offices call for the procurement of individuals having skills which correspond to those who are in a surplus category in other parts of the Agency.

2. The continuing aim of personnel selection and placement in CIA is the assignment of each individual on a job that matches his capacity. Success in this objective depends on more than a conscientious attempt at initially recruiting the right person for a specific vacancy. No matter how well new recruits from outside are screened, investigated, tested, and selected, these techniques fall short of achieving perfection. Occasionally, the new member's first assignment is dictated by the priority of work assignments so that adequate consideration is not given to his background and skills in deciding where he is to be slotted. In addition, security restrictions preclude revealing sufficient job specifics to enable applicants to gauge their own suitability and adaptability. The need to rematch individuals and jobs arises, too, from changes which take place in position requirements as a result of shifts in functions and organizations, as well as the fact that the abilities, skills, or interests of people change or develop. To fail to make provision for such adjustments in the assignments of personnel would be to ignore the changing characteristics of both organizations and persons. Accordingly, it is the purpose of this memorandum to outline the steps which should be taken when Agency officials are confronted with these problems.

3. It is the responsibility of each Deputy Director, Assistant Director, or other Office head, insofar as is possible, to satisfy himself that personnel under his jurisdiction are assigned to positions where they are most needed and for which they are best suited by aptitude and experience. Also, as stated in [redacted] "prompt action must be

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taken to release those individuals who are undesirable or whose performances are unsatisfactory when there is no reasonable prospect to bring about adequate improvement through less drastic administrative or supervisory action." Supervisory officials at every level are expected to give such guidance, counsel, and training as will produce the attainment of acceptable levels of performance by all members of the work force. The supervisor is not required nor expected, however, to labor indefinitely with individuals who are not qualified or cannot be qualified through training or other means. A placement which is or becomes ineffective for one or more of the reasons mentioned in the foregoing paragraph can sometimes be corrected through reassignment to a position for which the employee has evidenced or demonstrated some qualifications or aptitude. Wherever possible, such reassignment should be accomplished within the office component to which the individual is assigned; when this cannot be done, the Personnel Office should be advised in accordance with the following paragraph.

4. The Personnel Office will be informed with respect to any employee for whom intra-office reassignment cannot be effected and whose failure to give satisfactory performance results from a cause other than a kind of incompetence which may reasonably be expected to be repeated on any future assignment. At the same time, the Personnel Office will be supplied with a full evaluation of the knowledge, skills, and capabilities of the individual, including an objective and complete analysis of shortcomings and strengths. The evaluation will be prepared by the immediate supervisor or other appropriate official. Based on his observations of the individual's latent capabilities, the supervisor may wish to suggest training programs which might reasonably enable the individual to qualify for other specific lines of work. Representatives of the Personnel Office will communicate with this official for such additional information as may be necessary in order to develop plans for Agency reassignment. The need for an accurate appraisal of past performance and potential cannot be over-emphasized. Subsequently, the existence of over-generous statements could well create a considerable obstacle to enforcing a decision that the individual should be separated involuntarily. Since it may become necessary to resort to separation in the event that reassignment cannot be accomplished, the official making the evaluation must be prepared to have his evaluation used in connection with such action. More important, however, is the likelihood that a fair, honest evaluation will result in a successful and beneficial reassignment. All parts of the Agency will profit from a mutual understanding and strict adherence to this principle.

5. An employee who is made available for reassignment in accordance with paragraph 4 above will be reported to the Personnel Office which will enter his name on a Replacement Roster. (Normally, an individual will be carried on the Replacement Roster for not to exceed 90 days. If reassignment action cannot be effected within this time, separation or other

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appropriate action will be initiated.) At the same time, the releasing office will make arrangements for physical location and temporary assignment during the period pending reassignment or other action. As vacancies develop in Agency offices, the Personnel Office is responsible for referring persons, including those in the Replacement Roster, who are regarded as being adequately qualified for consideration by the offices concerned. Such referrals will be made either when external recruitment is requested or when other Agency members may be proposed for the purpose of filling the vacant positions. The Personnel Office will provide all available information regarding an individual's background, experience, weaknesses, and abilities. Reassignment effected as a result of referral from the Replacement Roster will be subject to the condition that the reassignee will serve not to exceed a six-month trial period in the new position. If, upon the termination of this period, the office to which he has been reassigned is not satisfied with his performance, action may be initiated to separate him. The Personnel Office will be responsible for offering continuing guidance to the supervisor with the aim of providing such staff assistance as will help to bring a reassigned member to a satisfactory level of performance. Placement Officers will conduct follow-up interviews at periodic intervals with both the individual and supervisor. Such interviews should bring to light specific problems encountered by the trial member and provide an opportunity for developing remedial programs.

25X1A 6. [ ] describes the procedures to be followed to separate an individual whose performance is so unsatisfactory that reassignment or other administrative measures are not justified. Where a security consideration dictates such a course, however, separation will be effected pursuant to the authority vested in the Director of Central Intelligence under Section 102(c), National Security Act of 1947, and in accordance with [ ]

25X1A 7. It must be clearly understood that an individual undergoing reassignment through the Replacement Roster device will not be made the responsibility of the Personnel Office during the period required to locate a suitable position or to effect other action. He must remain under the jurisdiction and control of the releasing office until reassignment or termination is effected.

[ ]  
WALTER REID WOLF  
Deputy Director  
(Administration)

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